

NIEMANN NEWSLETTER



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Remembering^{the} Basics

A reminder from Art M. Niemann, President

During a recent management-training seminar I was reminded of the value of “Returning to the Basics”. I believe revisiting some basic concepts of effective Human Resources Management is well timed for our current and upcoming business environment.

*My primary goal is that you will read this article thoroughly and relate the information to your company. Share this article with other managers and, most importantly, **apply** these principles to enhance your company’s HRM effectiveness. My secondary goal is to remind you of the benefits of using a professionally developed assessment system like AVA and to make you aware of the management training programs we offer.*

Focusing on Your Business’s Top Priority

We are all keenly aware of the “ROI” concept in business. As a manager or owner we must constantly focus on realizing the greatest possible Return on Investment...and we believe your most important investment is in your human capital.

When asking managers what they consider the Top Priority in business to be, I often hear the response PROFITS! An indisputable answer, but not the answer we use.

*We believe the
Top Priority in any
business is to Recruit
and Train, Motivate
and Retain talented
employees.*

This is your top or “first” priority. Profit, on the other hand, is your “last” priority. This is why it is referred to as the “bottom line”.



Four Steps for HRM Success

- Hiring, Training, Motivating and Retaining

The first step is the most crucial. In physics, chaos theory tells us that even minor flaws during the initial phase of a progression can result in dramatically altered outcomes. With HRM, the initial phase of recruiting and hiring personnel leads eventually to the crucial outcome of job performance.

A mistake during the hiring phase leads inevitably to undesired outcomes during the entire employment progression.

These mistakes can also lead to unexpected problems that ripple through the entire organization.
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**ART & NIEMANN
COMPANY**
Consultants on Behavioral Assessment

Remembering the Basics

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Hiring for Talent



The key to effective recruitment and accurate hiring decisions includes three crucial factors. First, managers need to clearly and specifically define the job demands. Secondly, managers need to be trained on the “How To” of effective interviewing techniques and hiring practices. Lastly, managers need to use a professional assessment system to gain additional insight into their applicants. Insight that is objective and scientific as opposed to the impressionistic evaluations made from interviews, reviewing resumes and reference checks.

Our model for job success is simple. We focus on four key factors:

- Intelligence
- Job Skills and Knowledge
- Motivation
- Behavioral Style

1. *Intelligence or basic mental capacity gives us an insight into the person’s CAN DO abilities.*
2. *Skills and knowledge are specific to a particular job and are acquired through education, training and experience. This tells us if the person knows the HOW TO of a position.*
3. *Motivation, drive and ambition tell us about the person’s WANT TO.*
4. *Lastly, and most importantly, Behavioral Style tells us about the WILL DO of the person.*

When a person’s natural behavioral style is not well suited to the job’s behavioral demands, long-term success is highly doubtful. The person WILL NOT want to and/or be capable of performing the job demands over an extended period of time.

This is why the AVA

Behavioral Assessment System has been so successful in helping companies hire the right person for over 55 years.

Effective Training

After a sound hiring decision is made, training becomes the second key step in the employment progression. Starting with the initial orientation and then job skills training, educating employees must be continuous and unending. Training should focus not only on the skills and knowledge of their position, but on personal development as well. A key factor that is often overlooked is training the trainers. Managers often lack the training and skills for recruiting, training, motivating and retaining talented employees.

Our training programs are designed to bring your management team this important skill set. Call us for details on our customized management training programs.

Motivating and Retaining

After accurate hiring and thorough training, the progression takes us to keeping our employees motivated, inspired, positive and excited about coming to work each day. This perhaps is our most challenging endeavor. Certainly pay, benefits, working conditions, growth

and other basic factors play a role here. However, the ability of an organization to Motivate and Retain talented employees rests squarely on the shoulders of individual managers. In this four-step progression, the last two steps of Motivating and Retaining talented employees share a common bond. And there are important keys to remember:

- ✦ Focus on developing strengths rather than correcting weaknesses. Management’s job is not to change people. It is the job of bringing out and developing natural talents.
- ✦ Manage by exception. Strive to create a unique and special relationship with each unique employee. Endeavor to personalize your coaching strategies.
- ✦ Help promote career and personal development. A manager’s greatness is measured by the achievements of his/her employees.
- ✦ We know the golden rule in sales; people buy from people they like. In management it is the same. Talented people will work hard for managers they like, trust and respect. Major studies are showing that the manager/subordinate relationship is THE key to an individual’s motivation level and success on the job.
- ✦ Maintain a positive work environment. Use compliments and avoid negatives with others. Promote teamwork, cooperation and *friendly* competition. Demonstrate a Positive Mental Attitude to others. Help employees focus on what they *can* achieve.

“Remembering the Basics” is a mental and emotional exercise we need to engage in with regularity.



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Featured Colleague



Bradley M. Lortsher

In August of 1996, Brad Lortsher joined

Motivating Yourself and Others to

Art Niemann's 2003 NADA Convention Workshop was again top-rated and extremely well received. Art's timeless message focused on developing a Positive Mental Attitude and the psychology of goal achievement. Convention delegates from many countries attended the seminar to hear Art's enriching and enthusiastic presentation.

Art Niemann & Company and was trained by Art Niemann, Sr. as an AVA Certified Analyst. Before joining the company, Brad served as a full time missionary for 2 years in Jacksonville, Florida. He then worked for O.C. Tanner Company in Salt Lake City, maker of the 2002 Winter Olympic medals, while attending the University of Utah full time. Brad completed his B.S. degree in business management and human resources. Brad is actively involved with his community and church and he enjoys volunteering his time.

In the course of his university studies, Brad realized that people

Achieve Greatness

✦ *"Perfect as it is. Very inspirational. Just double the time limit."*

Scott Atkins - Blacktown, NSW Australia

✦ *"Very uplifting. Great presentation!"*

Mark Hayes, III - Newport, VT



Art Niemann

AVA Behavioral Assessment System UPDATE

Online AVA Service

The same outstanding behavioral assessment service we have offered for over 24 years. Now, this online system provides even greater convenience, flexibility and efficiency.

Web Service Benefits:

- ✦ Uncomplicated, easy to use site.
- ✦ Reduced waiting time for results.
- ✦ Access to your secure site from any online computer.
- ✦ Review assessment results onscreen and print reports.
- ✦ All reports stored indefinitely.
- ✦ Applicants can complete assessment forms online.
- ✦ Print blank forms as needed.
- ✦ FREE Web Account.

Call us today to activate your company's Online AVA Assessment Service. **800-621-1153**

Revised AVA Form F Available

As of September 8th we have been utilizing a revised AVA Form F. Please be sure you are utilizing this updated version. Print a new copy from your web account or call us to have a supply mailed.

Updated Report Format

You may have noticed the improved format on the last page of our assessment reports. It has been designed to be more concise and reader-friendly. Bullet points and a better layout are utilized for easier reference.

Our continuous effort for improvement results in periodic changes to our products. Please let us know your thoughts regarding how we can enhance our AVA Behavioral Assessment System to serve you even better.

are the most important asset and resource that organizations possess. This was one of the factors that influenced Brad's decision to become a member of our company. Working closely with Art M. Niemann and Mike Barry, Brad has developed outstanding AVA interpretation skills and knowledge. Brad imparts his thorough knowledge of AVA application and human resources management with each report he processes for our clients. Brad engages in a variety of client services including AVA assessments, sales work and seminar presentations.

Assessment Tools Available

✦ **AVA Form F** – Used to assess the behavioral style of applicants and employees. This is our primary assessment tool and the foundation of the AVA Behavioral Assessment System.

✦ **Job Expectations (JE)** – Utilized with both applicants and employees, the JE assesses a person's expectations for a specific position. JE is particularly valuable when assessing management applicants.

✦ **Job Activity Rating (JAR)** – Completed by owners, managers and top producing incumbents, JAR helps to benchmark job demands. The JAR tool is utilized to develop an ideal profile for success in a specific position.

Meet our UK Partners

We are excited to introduce you to our business associates and friends from Manchester, England. **Advance Performance** was founded in 1996 by Mike Finnigan, Andrew O'Donoghue and Heather Wright. Through the work and teachings of W. Clement Stone, Art Niemann and other inspirational leaders, Advance Performance has developed their own unique training programs and services. Since their inception, Advance has enjoyed tremendous growth working with organizations and individuals in Business, Sport and Education.

Their truly world-class training focuses on:

✦ **Creating and Sustaining a Winning Environment**

- ✦ **Achieving Peak Performance**
- ✦ **Developing a Positive and Motivated Outlook**
- ✦ **Eliminating Self-imposed Subconscious Limits**
- ✦ **Drawing a "Life Map"**
- ✦ **The Psychology of Behavior, Motivation and Success**
- ✦ **Practical Tools for Making Positive and Lasting Changes**
- ✦ **Turning Positive Thinking into Positive Results**

As experts on the concepts of behavioral assessment in the workplace, the Advance team is providing us with a marketing presence for AVA in the UK.



From left to right: Andrew O'Donoghue, Heather Wright and Mike Finnigan.

Our goal is to introduce the Advance team and their outstanding training programs to more companies in the United States.

For information about their services, visit www.advance.tv or call us at **800-621-1153**.

Meridian Business Support

With five certified analysts, **Meridian Business Support of England** will be utilizing the AVA Behavioral Assessment system extensively to aid their human resources management. Established in 1989, Meridian is one of the UK's largest private recruitment companies with 44 UK and international operations.

Along with assessing candidates for hire, Mark Mitchell indicates that all current staff members will complete an AVA prior to their appraisal taking place.

"This will enable us to determine the aspirations of our staff and help us to develop our employees. This excellent facility (AVA) has already added value to Meridian and we expect to recoup the cost of our investment within one year."

-Mark Mitchell
Group Managing Director



From left to right: Mark Mitchell, Val Garner, Art M. Niemann, Moira Cernik, Jeaneatte Barrowcliff, Simon Clarkson (from Advance Performance), Charley Brooks.

